

The Future of Global Commercial Payments in 2030:

# Charting uncertainties through scenario - based thinking

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# The Future Of Commercial Payments

**unpacking trends,  
navigating uncertainties and  
exploring scenarios shaping the ecosystem.**



# What we are trying to **understand**

Will we be more  
**interconnected,**  
or more siloed?

Will payments  
drive more  
**financial inclusion**  
or exclusion?

Where will be  
**value derived** and  
by whom?

Who **will drive**  
**innovation:**  
Consumers,  
Payments  
Companies or  
Regulators?



# Introducing Scenario Based Thinking: Enhancing decision-making in an uncertain future

Scenarios are stories about what the future may look like, created through a structured process to stretch thinking, challenge conventional wisdom and drive informed decisions & stress-test planning

## Shortlist Leading Drivers

Determined "Global Cooperation" and "Adoption of Innovation" as the most critical, influential, and measurable uncertainties that will shape future of payments.

## Derive Parameters

- For each driver, we defined clear parameters to objectively evaluate and differentiate scenarios
- These parameters inform strategic considerations for participants across the payments value chain

## Identifying Uncertainties

- Developed an initial list of uncertainties influencing global consumer payments markets.
- Analyzed underlying data to identify the most impactful uncertainties driving market direction.

## Formulate Scenarios

- Combinations of "Global Cooperation" and "Adoption of Innovation" define four distinct scenarios.
- Each scenario has unique macroeconomic and microeconomic implications, opportunities, ecosystem challenges, and payment experiences.

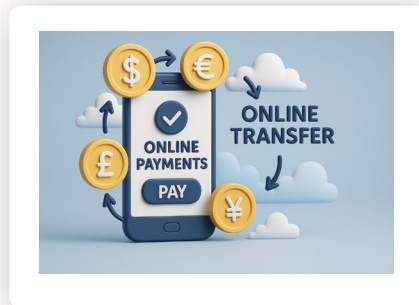


# The Commercial Payments Ecosystem

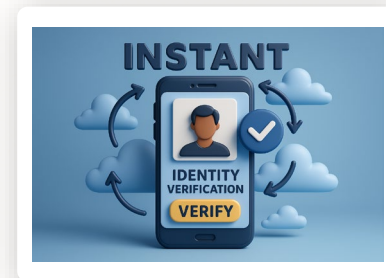
## Will be fundamentally redefined by 2030.



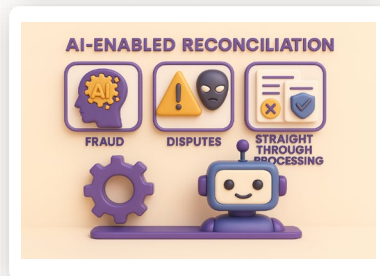
**Embedded Finance**, including cash management, treasury, vendor payments`



**Seamless Multi Currency** online Payments and Fund Transfers including cash management, treasury, vendor payments



**Instant Identity Verification** with Advanced Biometrics Enabled Payments



**AI Enabled Reconciliation**, Fraud, disputes, straight through processing



**FX/Cross border** Using stablecoins and alternate currencies



**Tokenized Deposit** networks transforming landscape of trade finance



# Things we know

## Are likely true, no matter what

### Money Movement Fees



Fees **for moving money** will decline

### Digital Assets & Tokenization



**Digital assets** and tokenization will increase

### Cooperation & Fragmentation



**Global Cooperation or Fragmentation** will shape payments markets

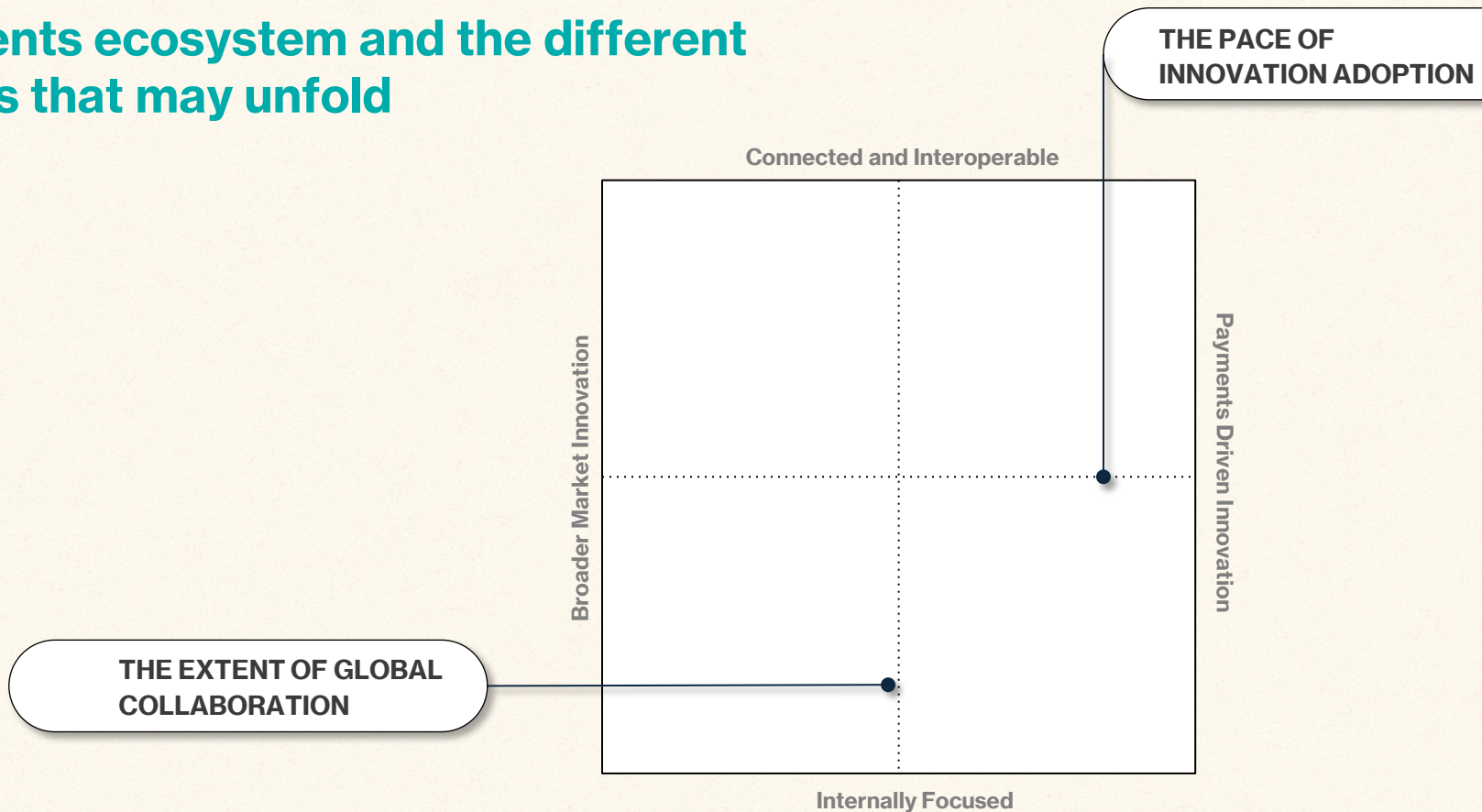
### Fraud



Fraud is likely to **always pose a challenge, regardless of the scenario**

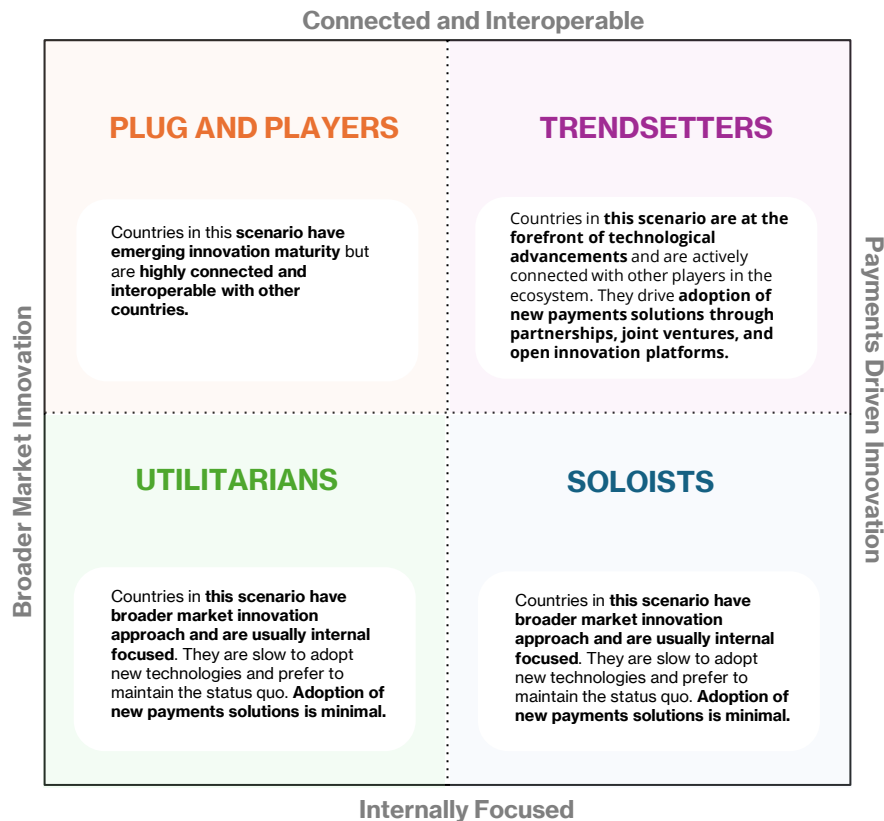


**Deloitte has examined the most significant uncertainties that will determine the future of payments ecosystem and the different scenarios that may unfold**





# By 2030, we anticipate commercial payments across different markets will evolve into one of these four distinct scenarios





# UTILITARIANS

## Possible Payment Experiences

- A business **receives an e-invoice delivered through a standard government portal** from a local vendor. The business approves the payment delivered over domestic real-time network
- **Paychecks and benefits** are delivered via text message to either bank accounts or non-bank owned payment accounts
- **A national ID scheme** supports safe payments to consumers, but not to businesses
- **Domestic payments** are cheap. Cross-border payments are expensive
- A central bank chooses a **tokenized stablecoin as the reserve currency**
- Regulators drive **the innovation agenda**



Low  
Innovation



Low  
Cooperation

## Signs + Sign Posts

- Consolidation of providers around domestic banks and networks
- Strong regulatory oversight shaping product design and innovation
- Limited mobile wallet and digital banking penetration
- Domestic rails prioritized over cross-border connectivity

## Questions to consider in this scenario

- How can **banks and businesses maximize the benefits of reliable, secure, and cost-effective embedded** platforms?
- How do you **drive awareness and education on benefits of improved money movement** given siloed products and low-fidelity, but effective experiences?



# SOLOISTS

## Possible Payment Experiences

- A mid-sized exporter issues a **digital invoice via its proprietary ERP platform** and settles through a closed-loop payments rail developed by a domestic fintech.
- Corporate treasurers **use APIs from local payment providers to access liquidity and FX services**, but these are fragmented and not interoperable with foreign markets.
- Employees receive **payroll into employer-issued digital wallets, which also integrate with local benefits programs**, but cannot be easily transferred to bank accounts abroad.
- **Proprietary QR codes and wallet schemes dominate B2B** acceptance, locking in businesses to specific ecosystems.
- **Cross-border payments rely on correspondent banking chains** or costly bilateral arrangements, with minimal harmonization.
- Regulators emphasize **financial sovereignty and domestic control, encouraging innovation** but discouraging reliance on global networks.



## Signs + Sign Posts

- Strong domestic digital identity frameworks promoting inclusion
- Proliferation of proprietary payment schemes
- Limited cross-border interoperability
- Competitive market and reliance on domestic fintechs

## Questions to consider in this scenario

- How **can banks and businesses capture value from proprietary, cutting-edge** innovations while managing the risks of fragmentation and lack of interoperability?
- What **strategies can corporates adopt to operate efficiently across multiple closed-loop or domestic-only** payment platforms?



# PLUG & PLAYERS

## Possible Payment Experiences

- Businesses issue **e-invoices routed through a regional network** and settled on interoperable payment rails across countries
- Treasurers rely **on standardized multi-bank platforms that provide basic cross-market visibility** into cash, liquidity, and FX
- Employees receive **payroll into wallets or bank accounts of choice, with options** for transfers or investments across borders
- **Interoperable and multi-currency** wallets supporting business and consumer payments
- Cross-border flows use **regional faster-payments schemes and tokenized settlement assets**, reducing costs and reconciliation time

## Signs + Sign Posts

- Reliance on international fintechs for innovative solutions
- Rapid adoption of regional standards (e.g., ISO 20022, e-invoicing frameworks)
- Growth in cross-border faster payments' volumes
- Increasing number of partnerships between banks, fintechs, and payment networks
- Rising interoperability/cross-market regulatory sandboxes

## Questions to consider in this scenario

- How can banks and businesses **maximize the benefits of standardized**, interoperable networks while differentiating their own value propositions?
- What **strategies should corporates adopt to balance efficiency from shared platforms** with the risks of commoditization and reduced control?
- How can treasurers **optimize liquidity and working capital across interconnected rails** while maintaining resilience against systemic disruptions?



# TRENDSETTERS

## Possible Payment Experiences

- Businesses issue e-invoices via **a global framework, and settle instantly over multi-currency real-time rails**
- Paychecks flow **through programmable money, credited to wallets, bank accounts, or investment apps**
- A universal **digital ID secures payments for consumers and businesses across borders**
- Domestic and **cross-border payments are low-cost and seamless, built on common standards**
- Settlement runs on tokenized **deposits and CBDCs, integrated with treasury systems**
- Plethora of choices **leading to fragmented payments vendor ecosystem**

## Signs + Sign Posts

- Early adoption of CBDCs, tokenized deposits, and programmable payments
- Seamless integration of identity, data, and payments infrastructure across borders
- Strong cross-industry alliances and open innovation platforms
- Regulators coordinating internationally on shared rulebooks and data standards

## Questions to consider in this scenario

- How can banks **differentiate their payments offerings when global standards and interoperable rails commoditize basic services?**
- How can treasurers **manage liquidity, FX, and settlement risk** when payments flow instantly across multiple currencies and jurisdictions?
- What role should regulators **play in balancing innovation in programmable payments** and CBDCs with stability and security in banking systems?



# No-regret decisions made today can enable executives to shape and influence success across scenarios

**1 Truly understand your economic model regarding payments** – is payments positioned as a growth engine, a strategic connector to other platforms or a foundational table stakes capability?

**2 Simplify operating model to enable efficient support across payment products** and flexibility to adopt payment innovation

**3 Clean up data to enable cleaner end-to-end processing and traceability** from origination through settlement

**4 Build out APIs to support future ecosystems** that enable your access to payments services **higher up the transaction chain**

**5 Prioritize compliance-first mindset for digital asset product development**



# THANK YOU

**Links to resources shared and a recording of this session will be sent in a follow-up email to this event.**

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